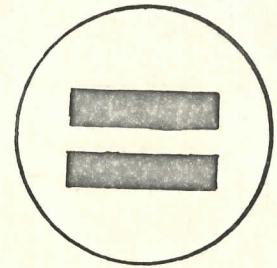


THE GENERAL MILLS STORY



Since 1964 minority employees at General Mills, Inc. (GMI) have been fighting for equal opportunity within the company. GMI management has consistently refused to take any positive action to end discriminatory employment practices.

In 1971 women employees at GMI joined the fight for equal employment opportunity within the company. Representatives of the Minneapolis Urban League, the St. Paul Urban League, and the National Organization for Women (NOW) in Minnesota met to discuss their common goals. Recognizing that discriminatory employment practices are a primary factor in the economic oppression of women and minorities, these organizations joined forces to obtain equal employment opportunities at General Mills, Inc.

In 1972, after GMI rejected all attempts to negotiate the dispute, the Urban Leagues and the National Organization for Women initiated a Selective Buying Campaign against this corporate giant.

This report presents the history of our struggle for equality and the goals of the Selective Buying Campaign.

THE BATTLE FOR EQUAL OPPORTUNITY AT GMI

June 1971 - National NAACP meets with GMI. Action promised by GMI.

July 1971 - Minneapolis and St. Paul Urban Leagues meet with GMI at Urban League conference in Detroit. Action promised by GMI.

July 1972 - Urban Leagues, NAACP, and Minneapolis Urban Coalition meet with GMI. Demands for equal employment opportunity rejected by GMI.

NOW in Minnesota files a class action complaint on behalf of women and minorities at GMI.

Urban Leagues demand 5.5% minority exempt employment at GMI within 6 months and 11% within 1 year.

Aug. 1972 - GMI rejects Urban League's demands.

The Urban League National Delegate Assembly calls for a nationwide Selective Buying Campaign against GMI.

Sept. 1972 - NOW in Minnesota joins the Selective Buying Campaign.

Oct. 1972 - NOW National Board adopts Selective Buying Campaign as a national action for all chapters.

Nov. 1972 - Minneapolis Urban Coalition supports the Selective Buying Campaign despite the objections of its chairman, James Summers (also president of GMI). James Summers resigns from Minneapolis Urban Coalition.

Dec. 1972 - Black employee, Al Mc Farlane - GMI Coordinator of Community Affairs, is fired for "preoccupation with Affirmative Action".

National Conference of Women's Equity Action League (WEAL) supports the Selective Buying Campaign.

St. Paul Urban Coalition and 21 other local and national organizations support the Selective Buying Campaign.

Jan. 1973 - University of Minnesota Students Association (with 55,000 student members) supports the Selective Buying Campaign.

Feb. 1973 - EEOC makes a finding of "probable cause" in discrimination complaint against GMI.

AFFIRMATIVE ACTION REQUIRED BY FEDERAL LAW

Executive Order #4 requires that companies and corporations having federal contracts in excess of \$50,000 employ women and minorities "according to their availability in the labor force".

The Bureau of Labor Statistics has supplied the following "availability" percentages for the civilian work force.

WHITE MALE	54.37%
WHITE FEMALE	31.93%
MINORITY MALE	8.63%
MINORITY FEMALE	5.07%

Executive Order #4 requires that these availability percentages be applied to "all segments of the contractors work force in all locations".

These are the goals established by federal law. Contractors are further required to set specific goals and timetables and to take affirmative action to achieve these goals.

APPLYING THE LAW TO GENERAL MILLS, INC.

General Mills, Inc. has failed to set specific goals and timetables. Instead, they have proposed a New-Hire Formula based on an estimated 8% growth rate and a 6% attrition rate for exempt employees. Of the new positions which become available through growth and attrition, GMI proposes to assign 75% to white males and 25% to be divided between white females, minority males, and minority females. Furthermore, GMI proposes that women and minorities "decide among themselves" how to divide up this meager portion of jobs.

The GMI new-hire formula is not an Affirmative Action Plan. It is a blueprint for continued discrimination. With this formula, GMI seeks to guarantee that white males continue to receive more than their fair share of exempt positions while women and minorities quarrel over the leftovers.

MAKING EQUALITY A REALITY

The Urban Leagues and the National Organization for Women are interested in results -- not formulas. We intend to obtain OUR FAIR SHARE of available jobs,

and we do not intend to quibble over methods or procedures. However, if GMI requires a "new-hire" formula to provide equal employment opportunity, we propose the following percentages.

MINORITY FEMALES	7.4%
MINORITY MALES	12.6%
WHITE FEMALES	40.0%
WHITE MALES	40.0%

With these percentages, we could achieve three-fourths of our fair-share goals within five years.

Using GMI's figures for exempt employment, growth rate, and attrition rate, we have written a five-year forecast of GMI exempt employment and the number of new-hire positions available in each of the next five years.

ITEM	1972	1973	1974	1975	1976	1977
EXEMPT EMPLOYMENT @ 8% GROWTH RATE	4592	4959	5356	5784	6247	6747
NEW-HIRES @ 8% GOWTH RATE	XXXX	367	397	428	462	500
NEW-HIRES @ 6% ATTRITION RATE	XXXX	276	298	321	347	375
TOTAL NEW-HIRES	XXXX	643	695	749	809	875

Using the "availability" percentages from the Bureau of Labor Statistics, we computed our fair-share goals. Then we projected the consequences of three separate new-hire formulas. Here are the results of our study.

GMI EXEMPT EMPLOYEES - WHITE MALE

NEW-HIRE FORMULA	1972	1973	1974	1975	1976	1977	RESULTS	% OF GOAL
FAIR SHARE GOAL	2497	2696	2912	3145	3396	3668	54.37%	100%
GMI @ 75%	4142	4375	4633	4917	5229	5571	82.57%	160%
AVAILABILITY @ 54.37%	4142	4242	4365	4510	4679	4874	72.24	132%
AFFIRMATIVE ACTION @ 40%	4142	4150	4179	4228	4298	4390	65.07%	120%

GMI EXEMPT EMPLOYEES - WHITE FEMALE

NEW-HIRE FORMULA	1972	1973	1974	1975	1976	1977	RESULTS	% OF GOAL
FAIR SHARE GOAL	1466	1584	1710	1847	1995	2154	31.93%	100%
GMI @ 15%	316	393	473	557	640	741	10.98%	34.63%
AVAILABILITY @ 31.93%	316	503	695	893	1097	1310	19.42%	60.82%
AFFIRMATIVE ACTION @ 40%	316	554	799	1051	1312	1583	23.46%	73.49%

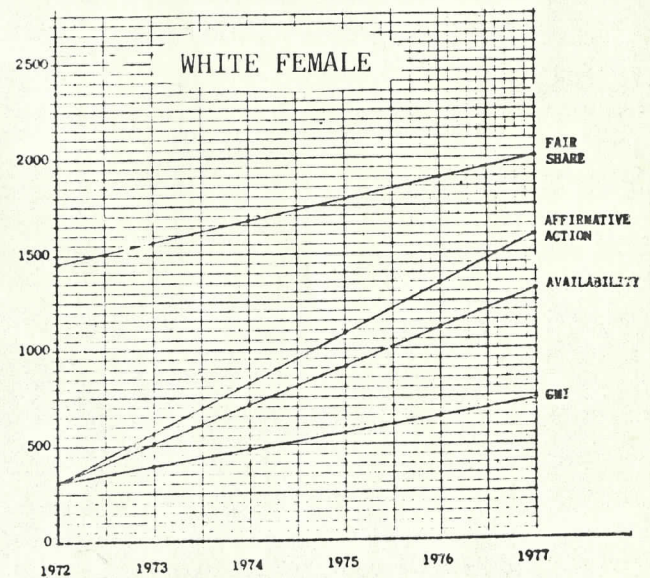
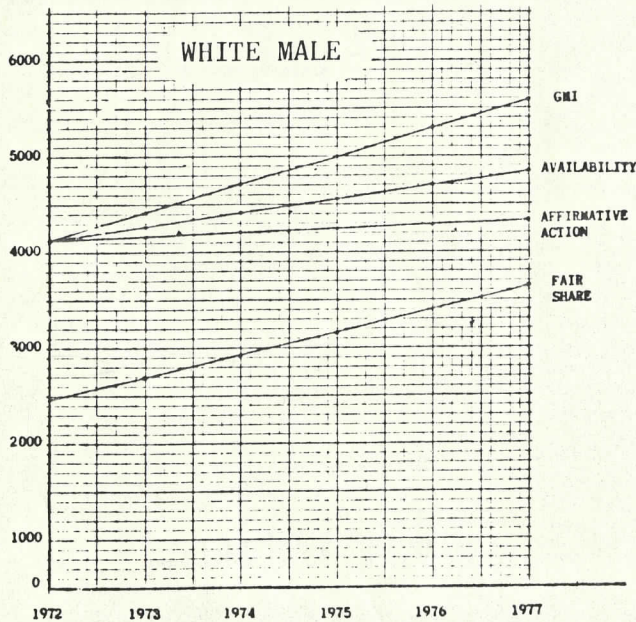
GMI EXEMPT EMPLOYEES - MINORITY MALE

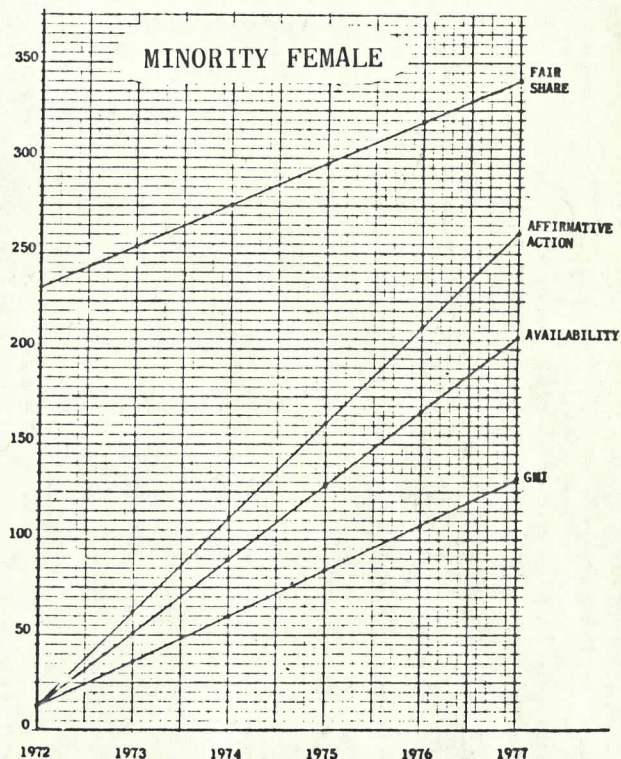
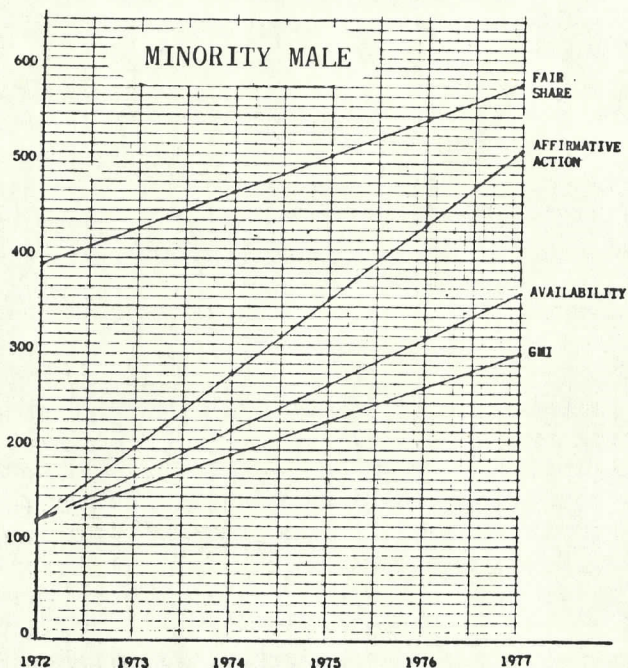
NEW-HIRE FORMULA	1972	1973	1974	1975	1976	1977	RESULTS	% OF GOAL
FAIR SHARE GOAL	396	428	462	499	539	583	8.63%	100%
GMI @ 6.3%	121	155	190	226	263	302	4.48%	51.97%
AVAILABILITY @ 8.63%	121	169	219	271	325	381	5.64%	65.24%
AFFIRMATIVE ACTION @ 12.6%	121	195	271	349	430	514	7.62%	88.32%

GMI EXEMPT EMPLOYEES - MINORITY FEMALE

NEW-HIRE FORMULA	1972	1973	1974	1975	1976	1977	RESULTS	% OF GOAL
FAIR SHARE GOAL	233	251	272	293	317	342	5.07%	100%
GMI @ 3.7%	13	36	60	84	109	133	1.97%	38.88%
AVAILABILITY @ 5.07%	13	45	77	111	146	182	2.70%	53.21%
AFFIRMATIVE ACTION @ 7.4%	13	60	107	156	207	260	3.85%	76.02%

The following graphs illustrate the results of each new-hire formula with respect to fair-share goals. As you can see, the GMI formula merely maintains the status quo!





OBSTACLES TO EQUAL EMPLOYMENT OPPORTUNITY AT GMI

In addition to the new-hire formula, it will be necessary for GMI to improve their training programs, develop career ladders, and expand their recruitment program.

For the GMI exempt-employment forecast, we assumed a 6% attrition rate for all groups of employees. Actually, the attrition rate for minority employees is approximately 40% while the attrition rate for white employees is less than 5%. Obviously, this problem cannot be solved by a new-hire formula. To hire any group of employees without adequate planning for their training, utilization, and advancement within the company is both futile and costly. The Urban Leagues and the National Organization for Women stand ready to help GMI find solutions for this problem. To the present time, General Mills has been unwilling to accept our assistance.

General Mills has not given adequate consideration to the advancement of women and minorities within their work force. Many of these employees are working far below their potential in positions for which they are over-qualified. Others require only minimal training to qualify for higher positions. The lack of clearly defined career ladders at GMI prevents the advancement of these employees.

The lack of opportunity for advancement at GMI is discouraging for the employees and costly for General Mills. In working with other business concerns across the country, the Urban Leagues and the National Organization for Women have acquired an expertise in this field. We stand ready to help GMI improve their training programs and develop career ladders that will allow General Mills to derive maximum benefit from the capabilities of their employees. Unfortunately, General Mills has been unwilling to accept our assistance -- or even discuss the matter with us.

GMI's efforts to recruit women and minorities seem inadequate and amateurish. For example, when GMI recruiters were sent to a particular college campus, no effort was made to visit other colleges in the same geographical area. Because of this, General Mills failed to reach the greatest number of qualified recruits at the least cost to GMI stockholders. General Mills also failed to make use of alumni associations at these colleges who could have located qualified graduates for their consideration.

Further, GMI has consistently failed to utilize the minority press and the feminist press to advertize employment opportunities. Instead, they have advertised almost exclusively in those publications which are owned and operated by the white-male establishment. This has led us to doubt the seriousness of their intentions toward equal employment opportunities for women and minorities. When a man claims to be searching for peaches, but spends all his time in the apple orchard, one is inclined to disbelieve his stated interest in peaches.

These, then, are the real obstacles to equal employment opportunity at GMI: discriminatory hiring practices; inadequate and poorly planned training programs; the lack of opportunity for advancement within the company; and the lack of sincere intention to recruit women and minorities.

WHERE WE STAND

The Affirmative Action Plan developed by GMI's management team has failed to "significantly increase the utilization of women and minorities in those areas where deficiencies exist" as required by Executive Order #4. Therefore, the existing Affirmative Action Plan does not comply with federal law. This failure may be attributed to GMI's lack of intention to comply with the law, or to GMI's lack of expertise in developing an acceptable Affirmative Action Plan. In either case, Executive Order #4 specifically directs the contractor to seek the assistance of organizations representing women and minorities.

The Urban Leagues and the National Organization for Women are willing and eager to help General Mills overcome these difficulties so that equal employment opportunity can be achieved without detriment to the productivity or profits of GMI. However, if GMI will not deal fairly with us, we are prepared to continue the Selective Buying Campaign as long as necessary to achieve our goals.